



## DURHAM ARTS CENTER STUDY – FINAL PRESENTATION

---

January 21, 2003

## DURHAM ARTS CENTER STUDY – Needs Assessment Summary

---

# Needs Assessment Final Conclusions:

- The market for the arts is large and growing, with an educated, active population that can support additional activity, ranging from popular entertainment to the performing arts.
- There is demand for new arts facilities of varying sizes on the part of local and regional groups.
- There are few high quality venues for the local arts in Durham County, with a notable lack of facilities for the American Dance Festival. The demand for facilities outstrips the current supply.
- New arts and entertainment facilities can have significant positive impacts on the community of Durham.

# Clear Channel Entertainment Benchmarks

## Clear Channel Benchmarks

## Raleigh Durham MSA

Dense population within 1 hour of facility	1.2 million within 1 hour of downtown Durham
Strong population growth	56% population growth from 1990 to 2000
Racial diversity	MSA, particularly Durham, is very diverse
Young people and families	Large presence of young people and young families
Above average median income	Median income \$66,100; 36% higher than national avg.
Majority has attained at least high school education	84% of population (25+) has high school education or more

# Recommendation – The Event Center

We endorse the event center concept for the following reasons:

- While the population of the MSA is less than communities with similar facilities, the area is one of the fastest growing in the U.S.
- The age, income, population and demography of Durham are similar to those found in communities that currently support similar facilities.
- Programs to be accommodated in the Event Center are not well-served by current facilities.
- There are synergies possible with the location of the event center near the Ballpark and the American Tobacco project.
- The project can have significant positive impacts on Durham, particularly if the investment is limited and there is a local financial partner involved in the project.
- The other key for the event center is the opportunity to rent out facilities for large corporate events or church groups.

# Recommendation – Performing Arts Facilities

We also recommend facilities to accommodate ADF and other regional performing arts groups.

- The resident and non-resident market for the arts is large, growing and has potential to support more programs in more facilities.
- Groups are growing and are confident about their ability to attract audiences to programs and new facilities.
- A number of groups would use facilities of similar sizes and shapes, potentially filling the calendar.
- There are many regional groups not well served by the current inventory of facilities.
- Duke and NCCU arts groups could expand their outreach to the Durham community given adequate downtown facilities.
- ADF is considering their long term commitment to Durham.
- Arts programs and events have a significant impact on local and state economy, as well as enhancing quality of life and community pride.

# Ideal Components (Initial Recommendations)

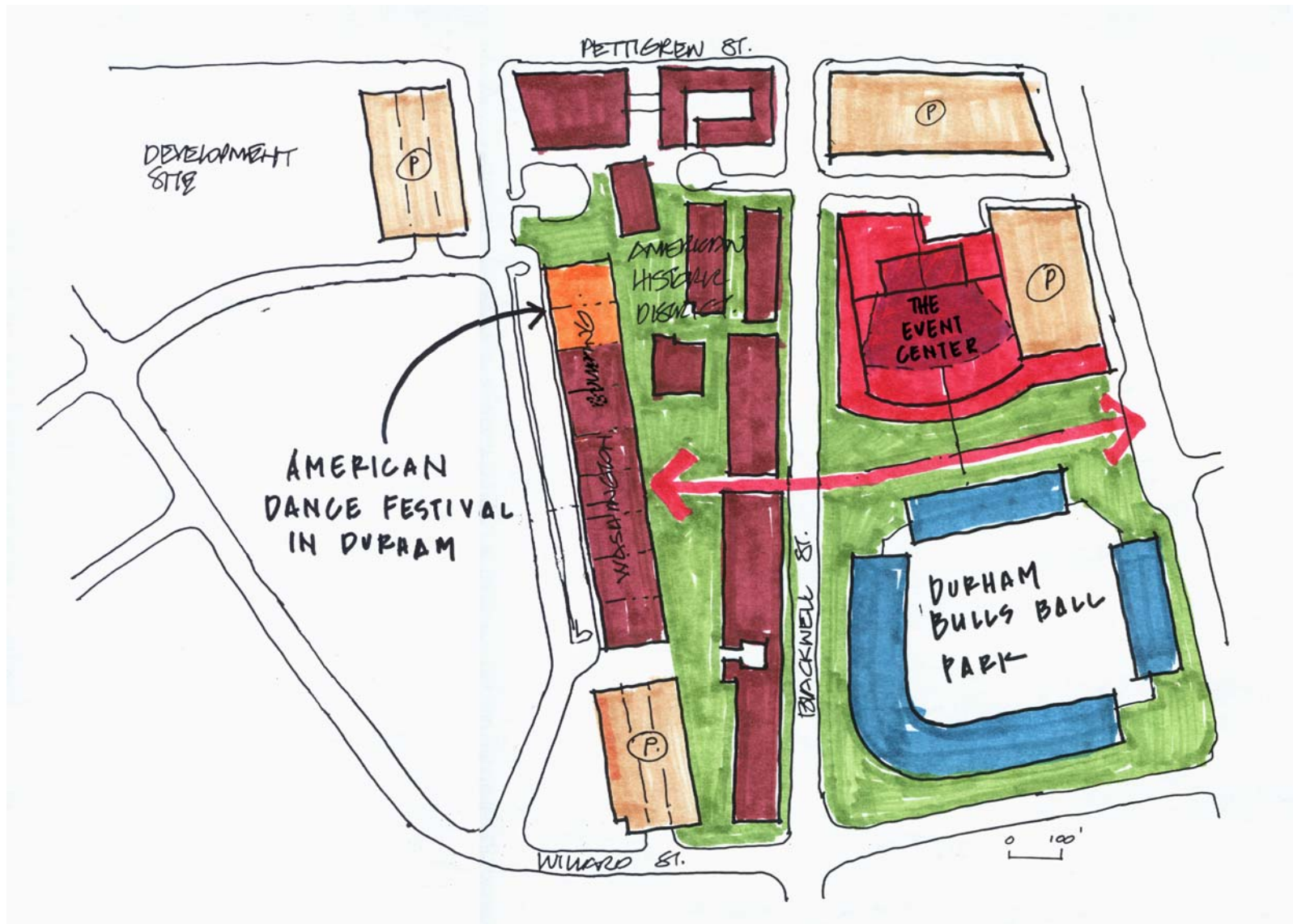
1. A new large event center (4-5,000 seats) for large-scale touring music and family programming.
2. A new hall of up to 2,000 seats facility that can accommodate Durham County-based arts organizations with special attention to the needs of the American Dance Festival.
3. A 600-800 seat multi-purpose hall.
4. Smaller, multi-purpose, rehearsal, performance and support spaces.
5. Hayti Center improvements.
6. Carolina Theater improvements.

The key question at the end of the Needs Assessment was whether we could find a way to combine Recommendations 1 and 2.

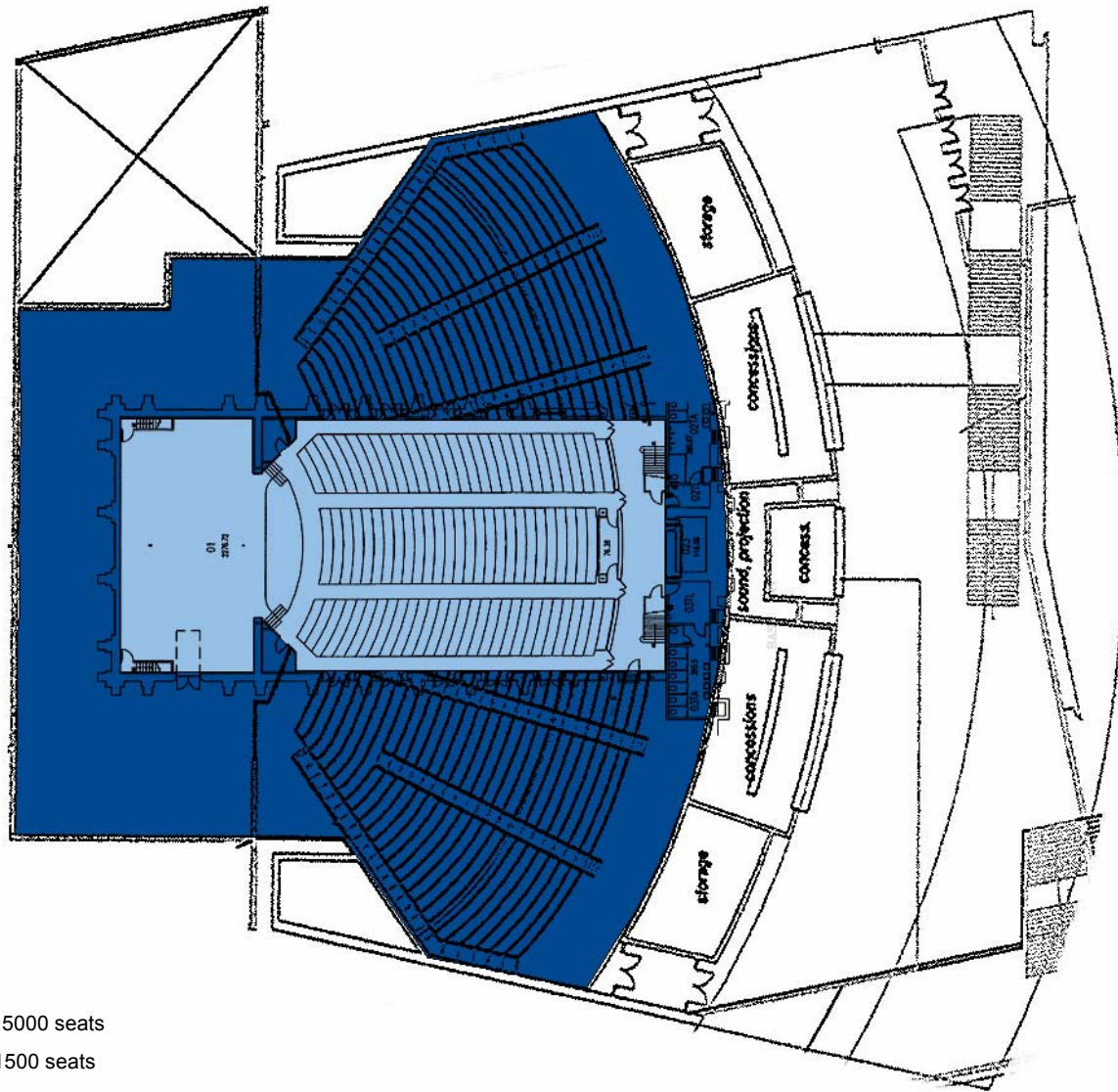
## DURHAM ARTS CENTER STUDY – Physical Planning

---



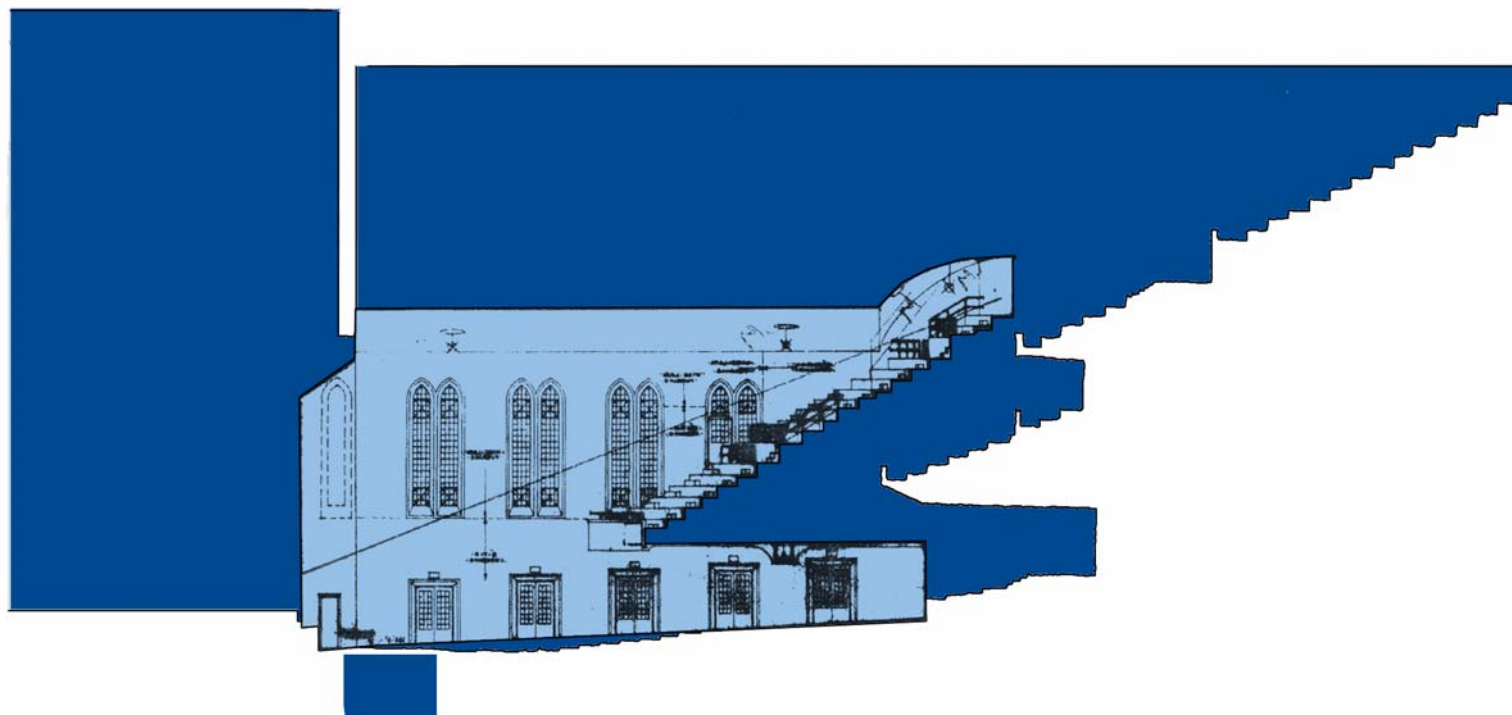


## DURHAM THEATRE SITE PLAN



- The Event Center – 5000 seats
- Page Auditorium – 1500 seats

# DURHAM THEATRE AUDITORIUM COMPARISON PLANS



■ The Event Center – 5000 seats

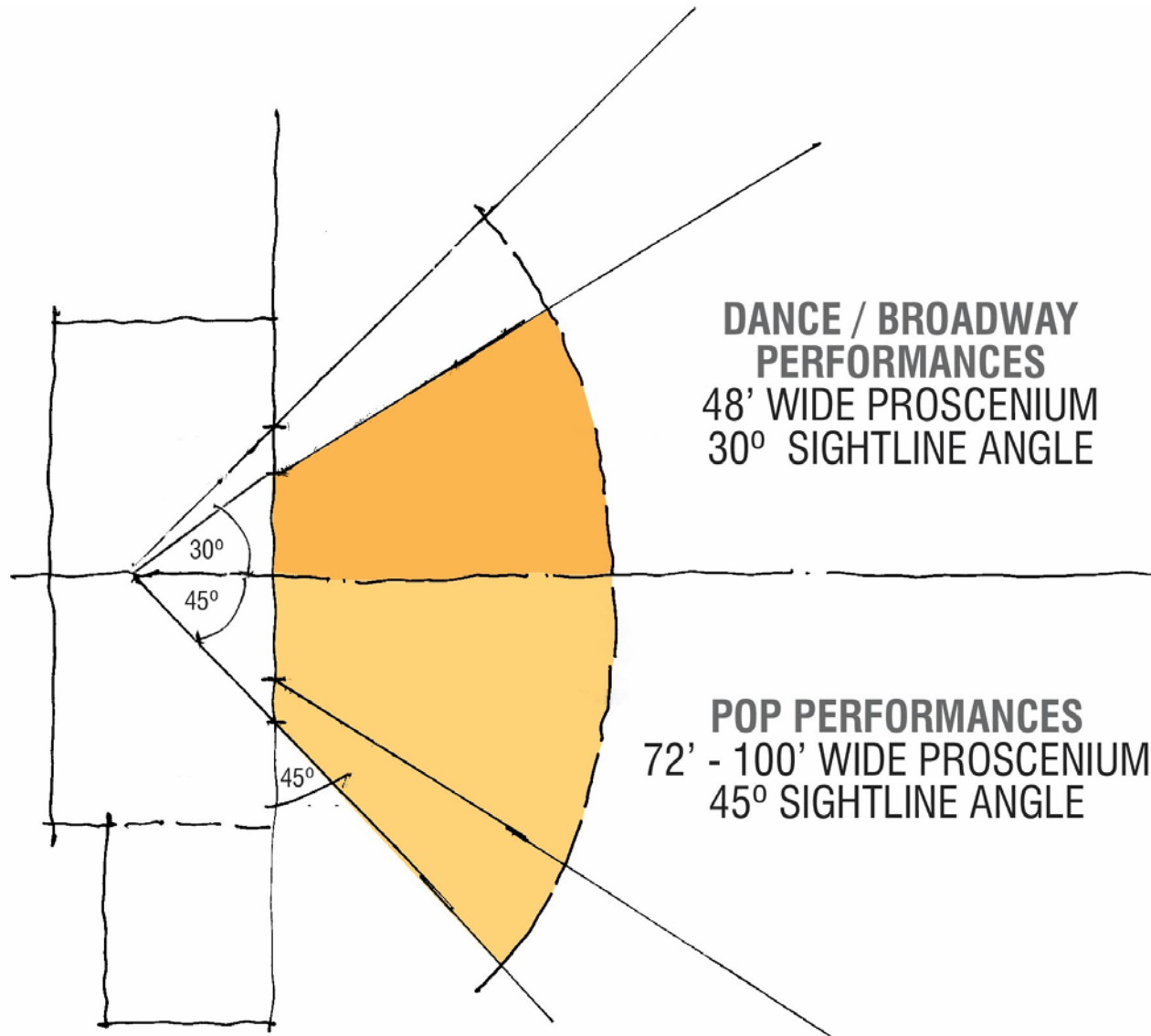
■ Page Auditorium – 1500 seats

# DURHAM THEATRE AUDITORIUM COMPARISON

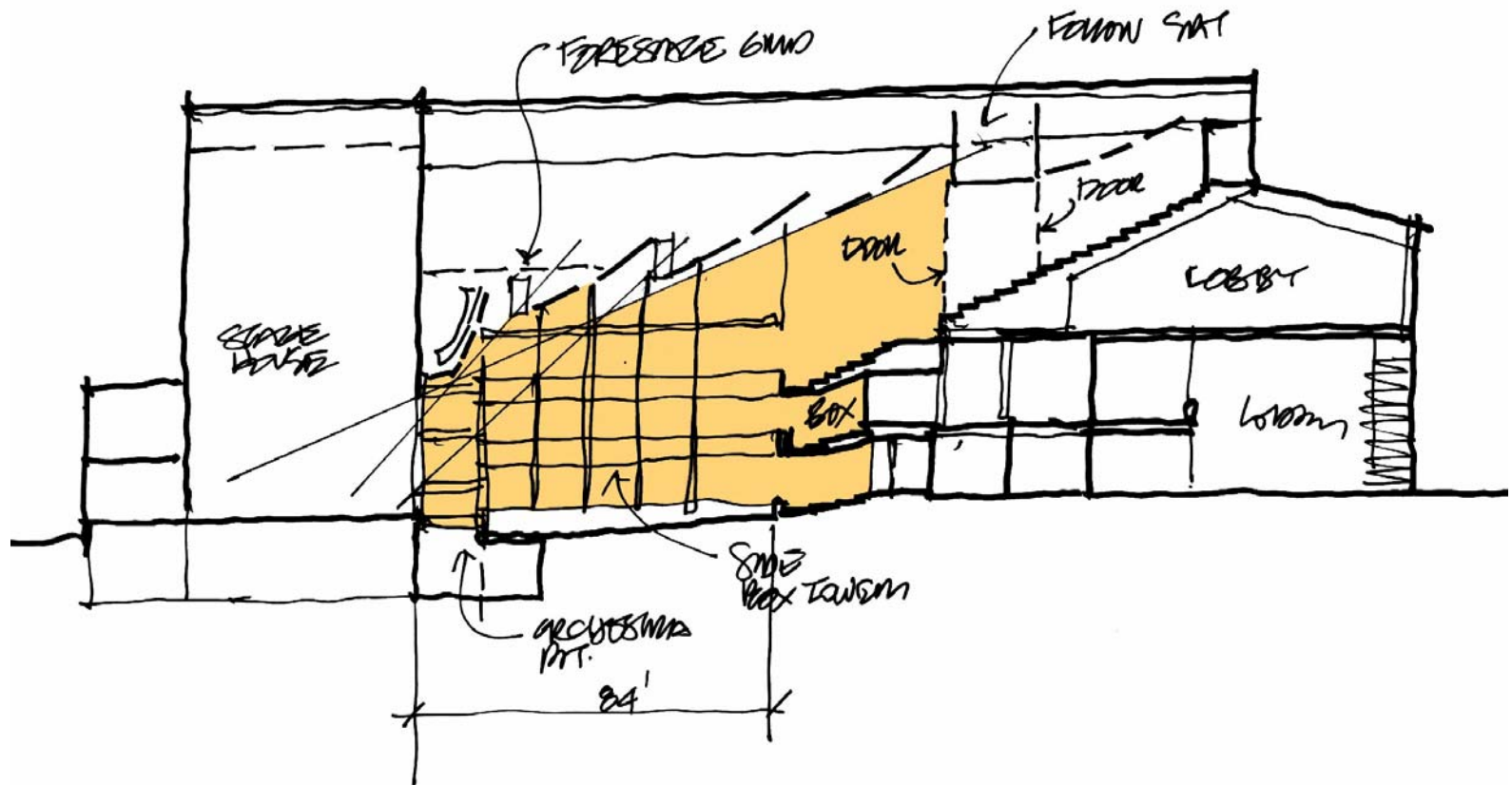
WEBB MANAGEMENT SERVICES INCORPORATED

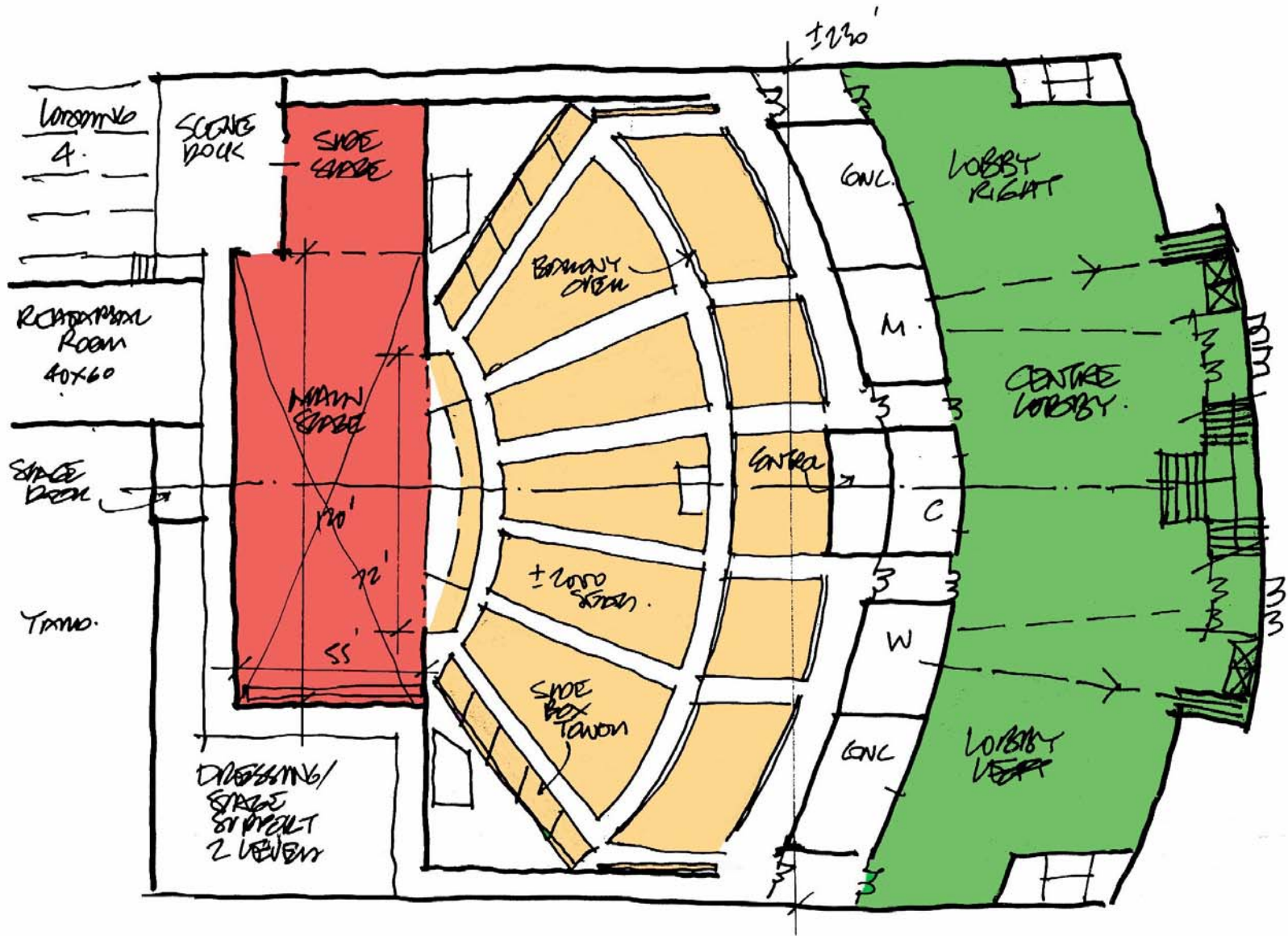
SECTIONS

**THEATRE**  
PROJECTS  
CONSULTANTS





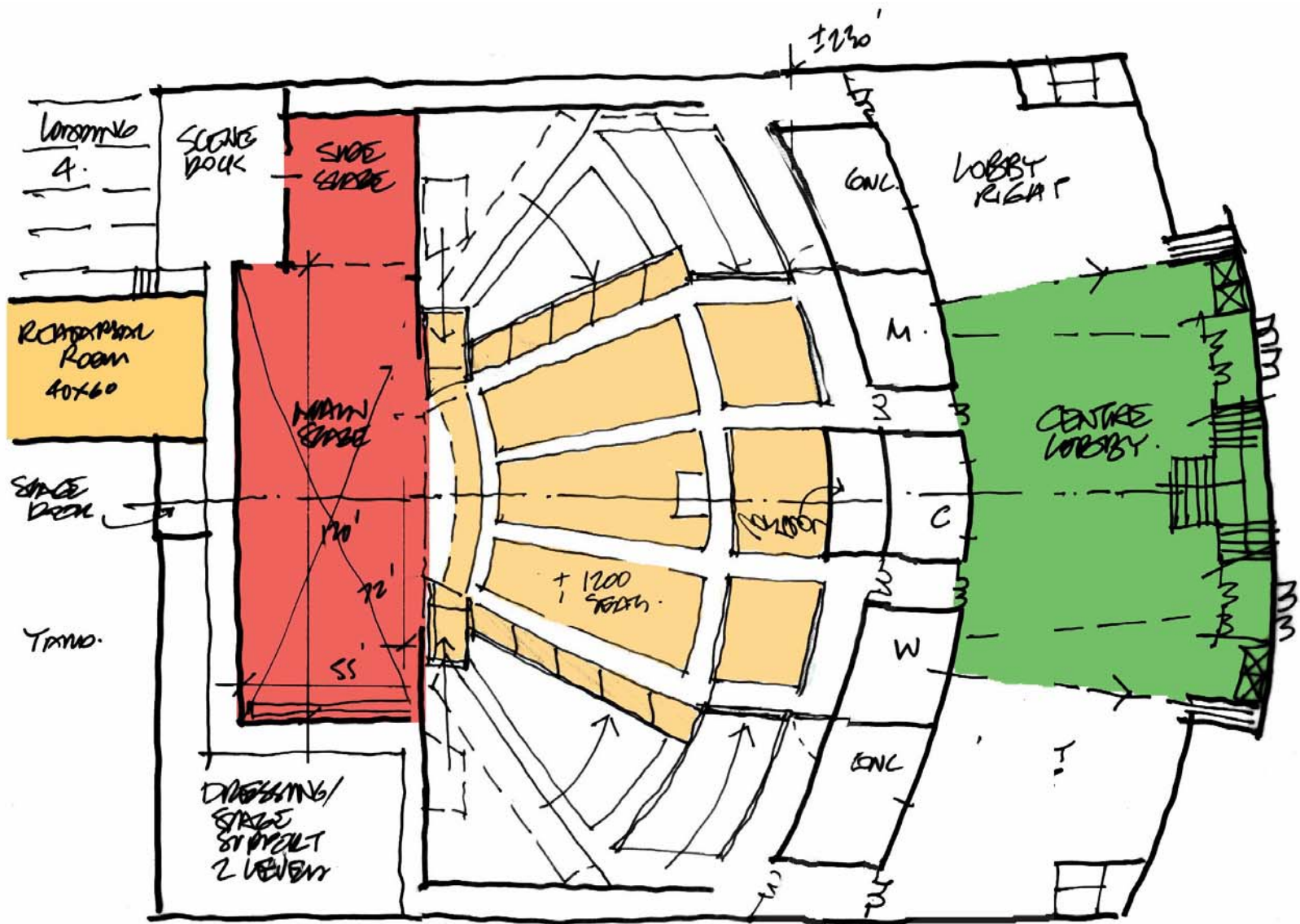




# DURHAM THEATRE PROPOSAL

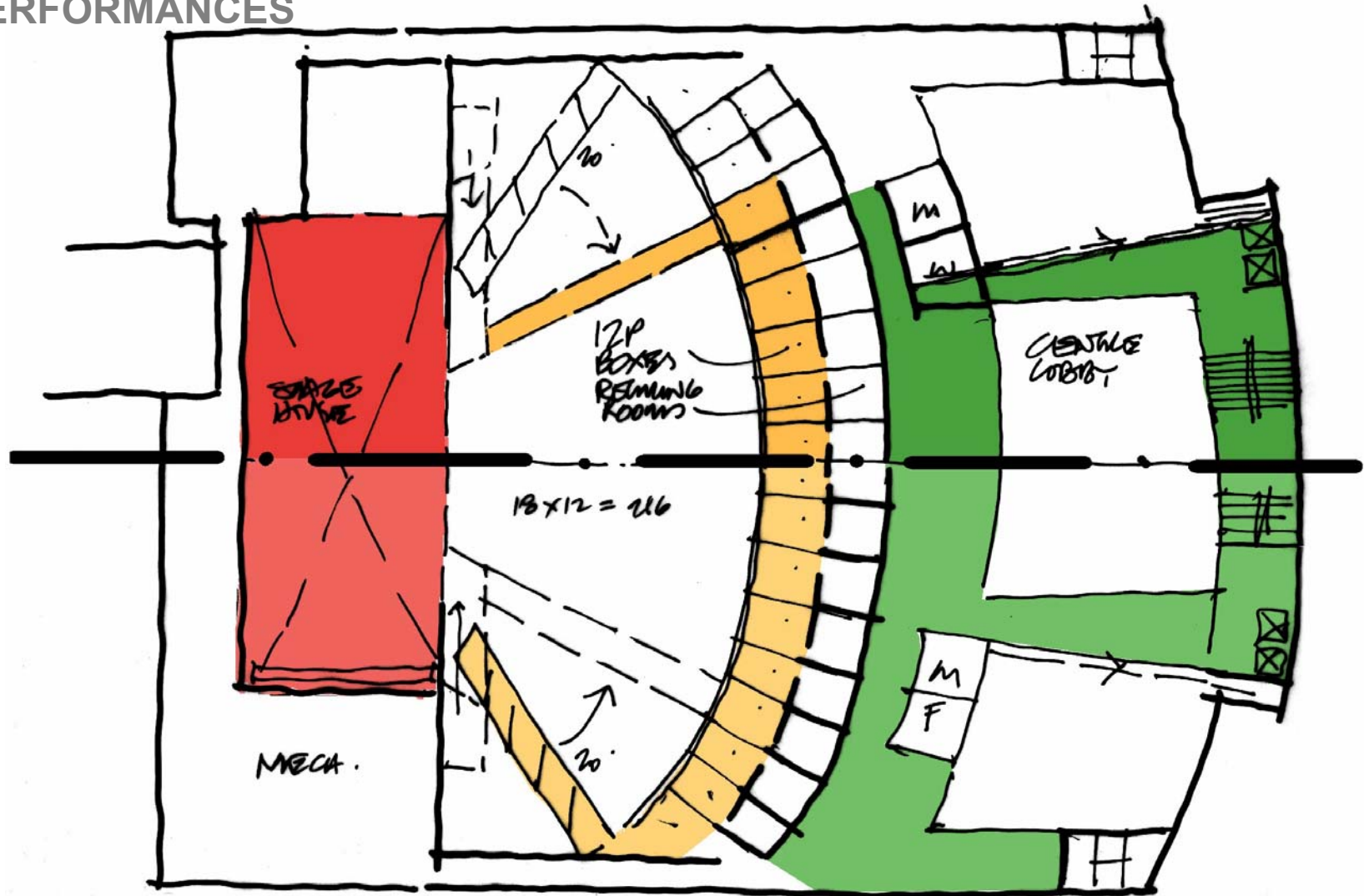
WEBB MANAGEMENT SERVICES INCORPORATED

ORCHESTRA LEVEL – POP PERFORMANCES





# DANCE / BROADWAY PERFORMANCES



POP  
PERFORMANCES

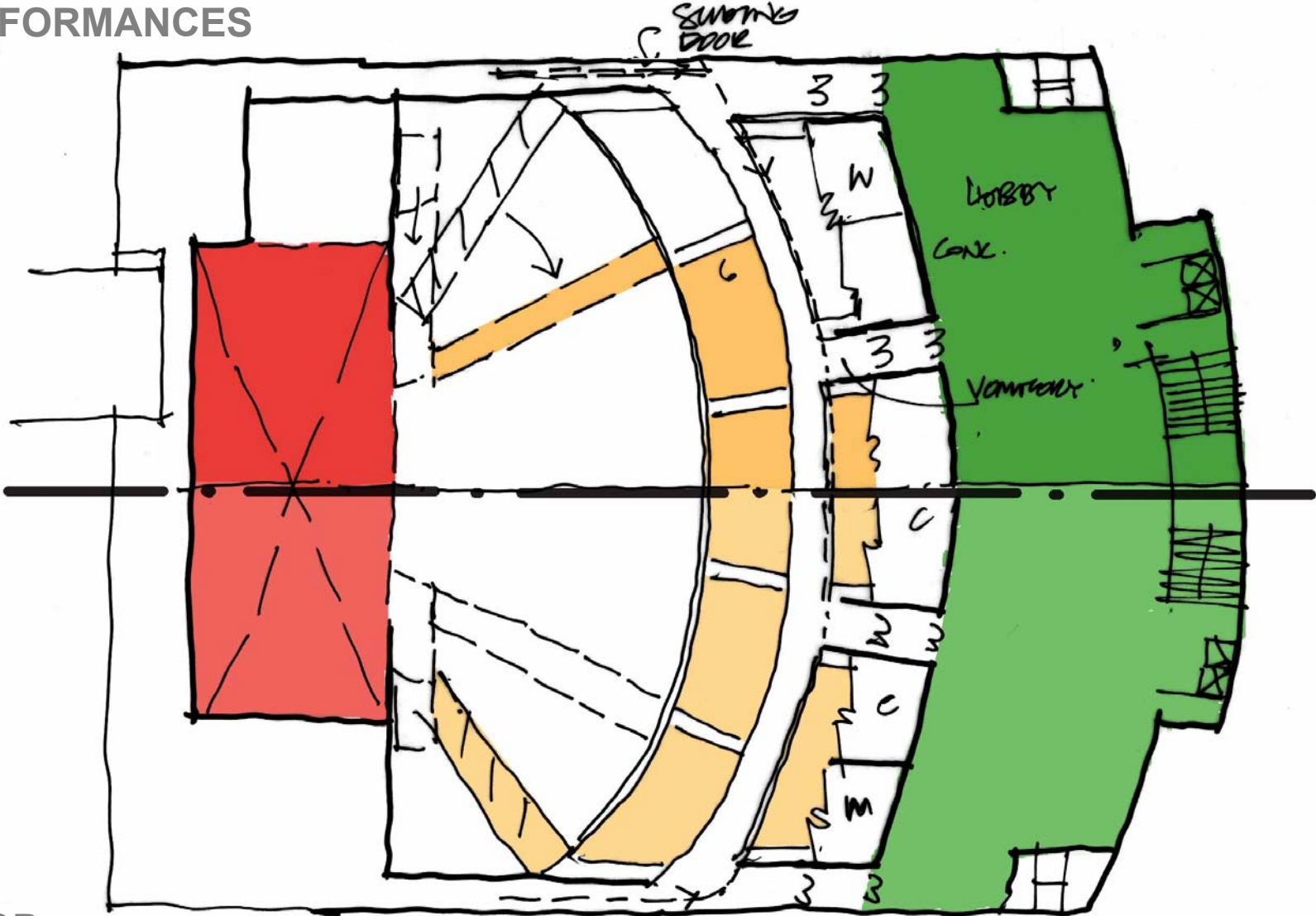
WEBB MANAGEMENT SERVICES INCORPORATED

DURHAM THEATRE PROPOSAL  
BALCONY ONE

**THEATRE**  
PROJECTS  
CONSULTANTS



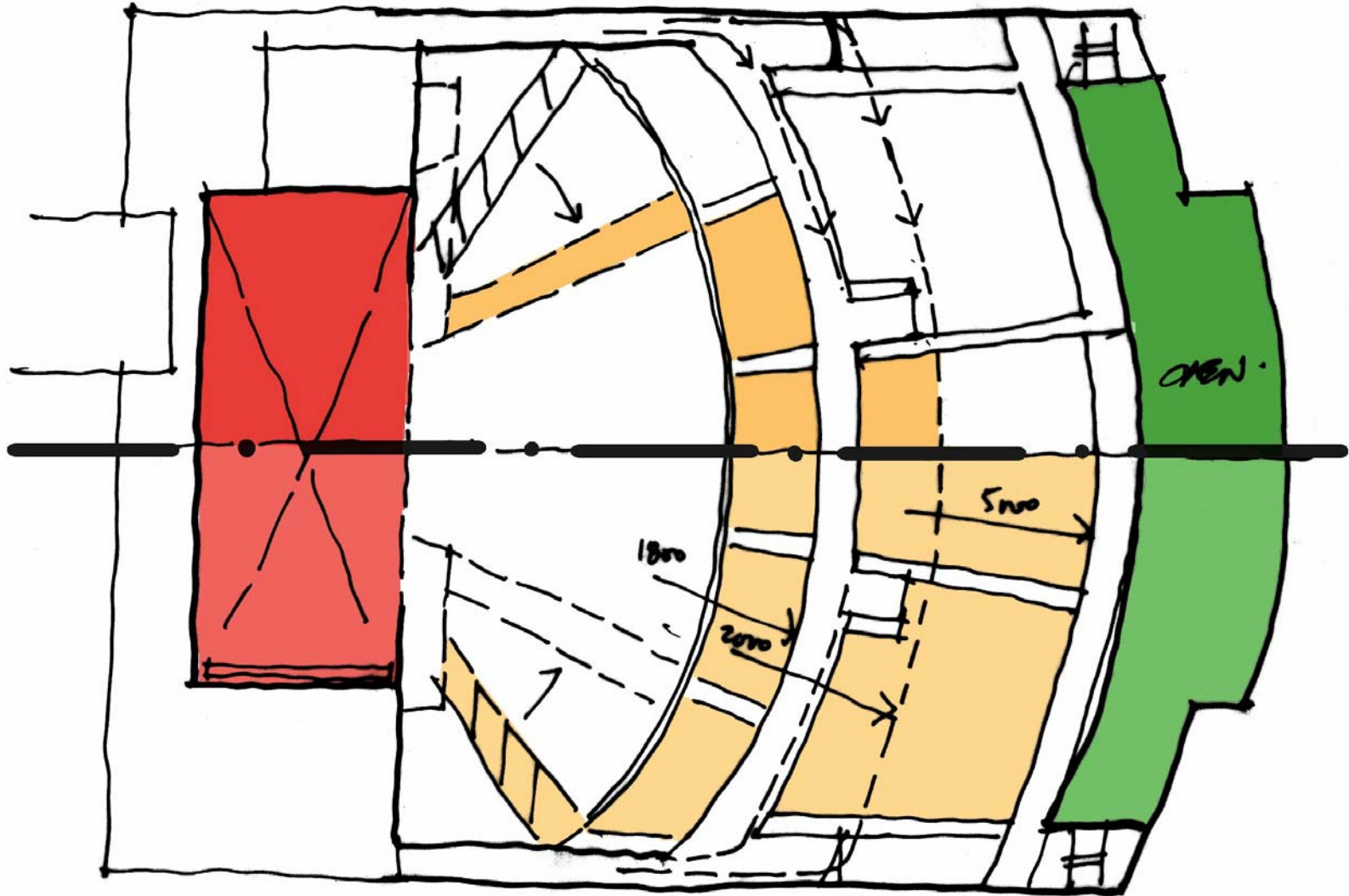
DANCE / BROADWAY  
PERFORMANCES



POP  
PERFORMANCES

DURHAM THEATRE PROPOSAL  
BALCONY TWO

# DANCE / BROADWAY PERFORMANCES



## POP PERFORMANCES

WEBB MANAGEMENT SERVICES INCORPORATED

DURHAM THEATRE PROPOSAL

BALCONY  
THREE

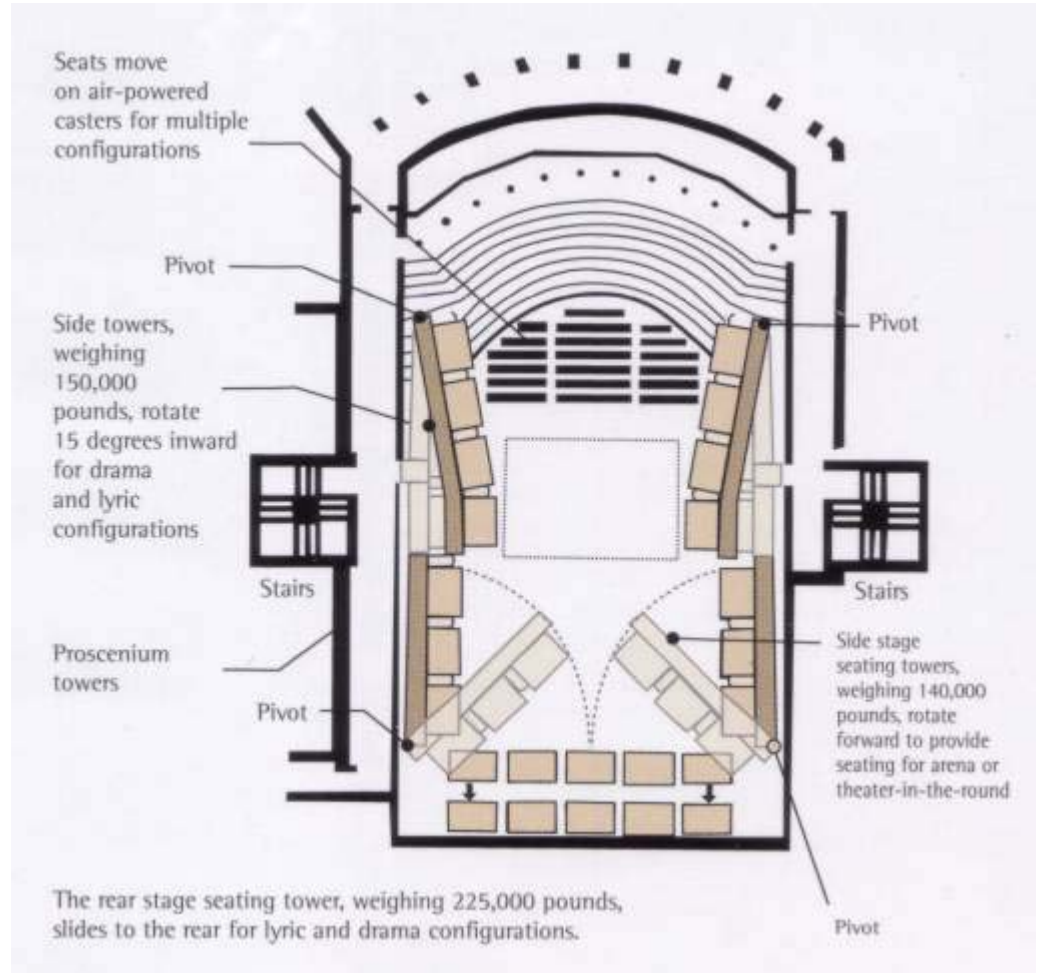
**THEATRE**  
PROJECTS  
CONSULTANTS



DRAMA CONFIGURATION



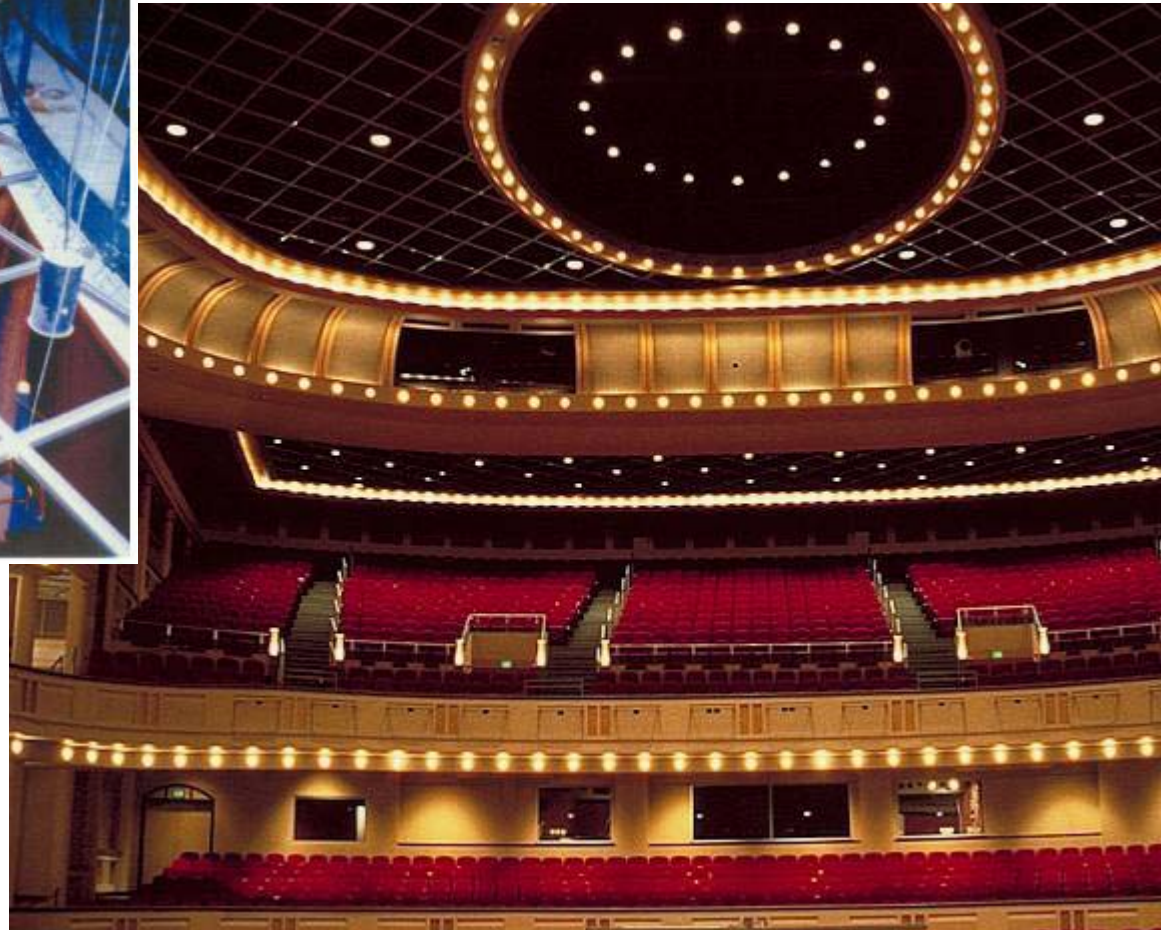
ORCHESTRA CONFIGURATION







VIEW FROM ABOVE



CEILING OVER AUDITORIUM

# DECORATIVE/TECHNICAL CEILING BAYFRONT CENTER

WEBB MANAGEMENT SERVICES INCORPORATED



## AMERICAN DANCE FESTIVAL - DURHAM SITE PLAN

WEBB MANAGEMENT SERVICES INCORPORATED

WASHINGTON BUILDING

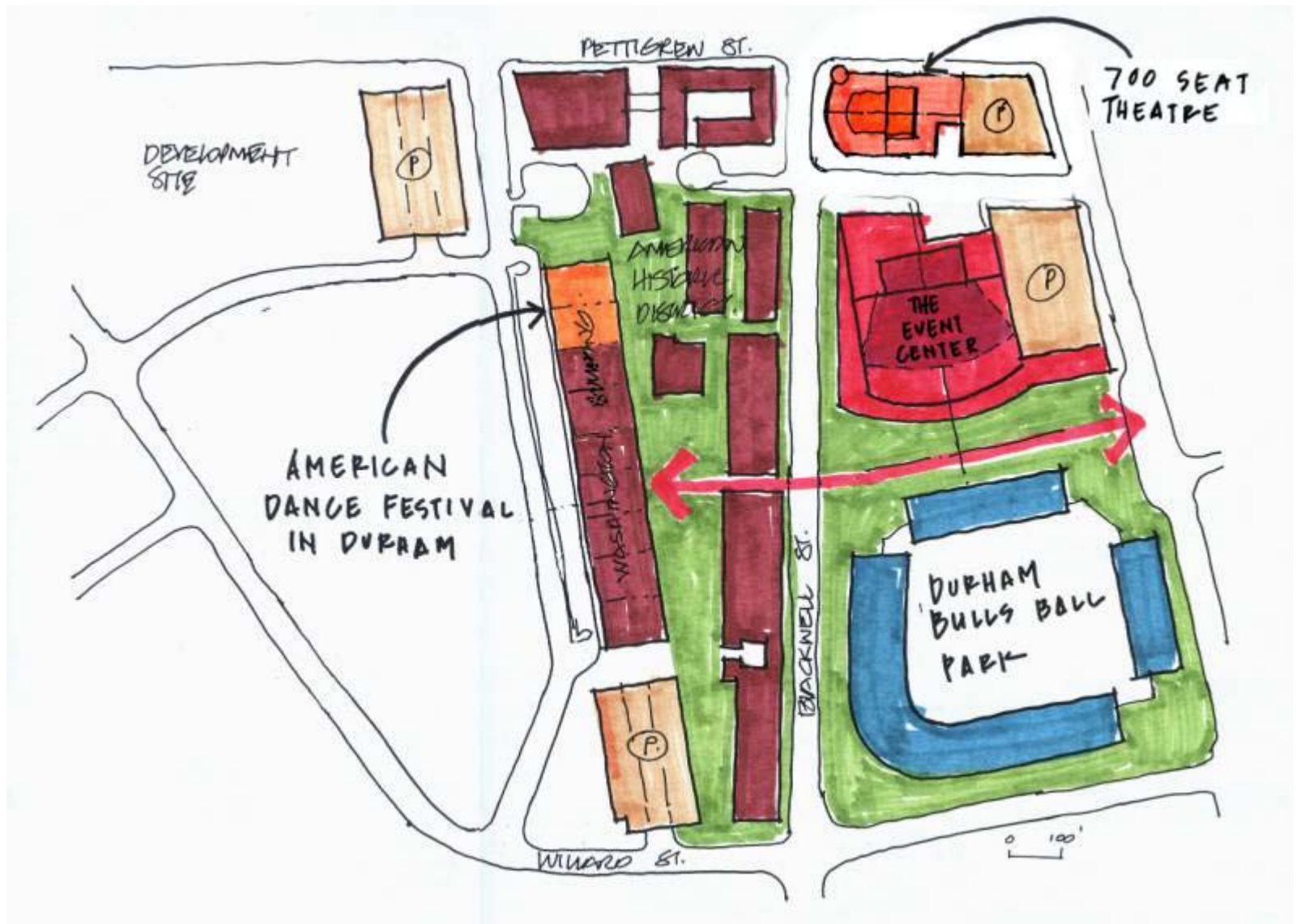
**THEATRE**  
**PROJECTS**  
CONSULTANTS



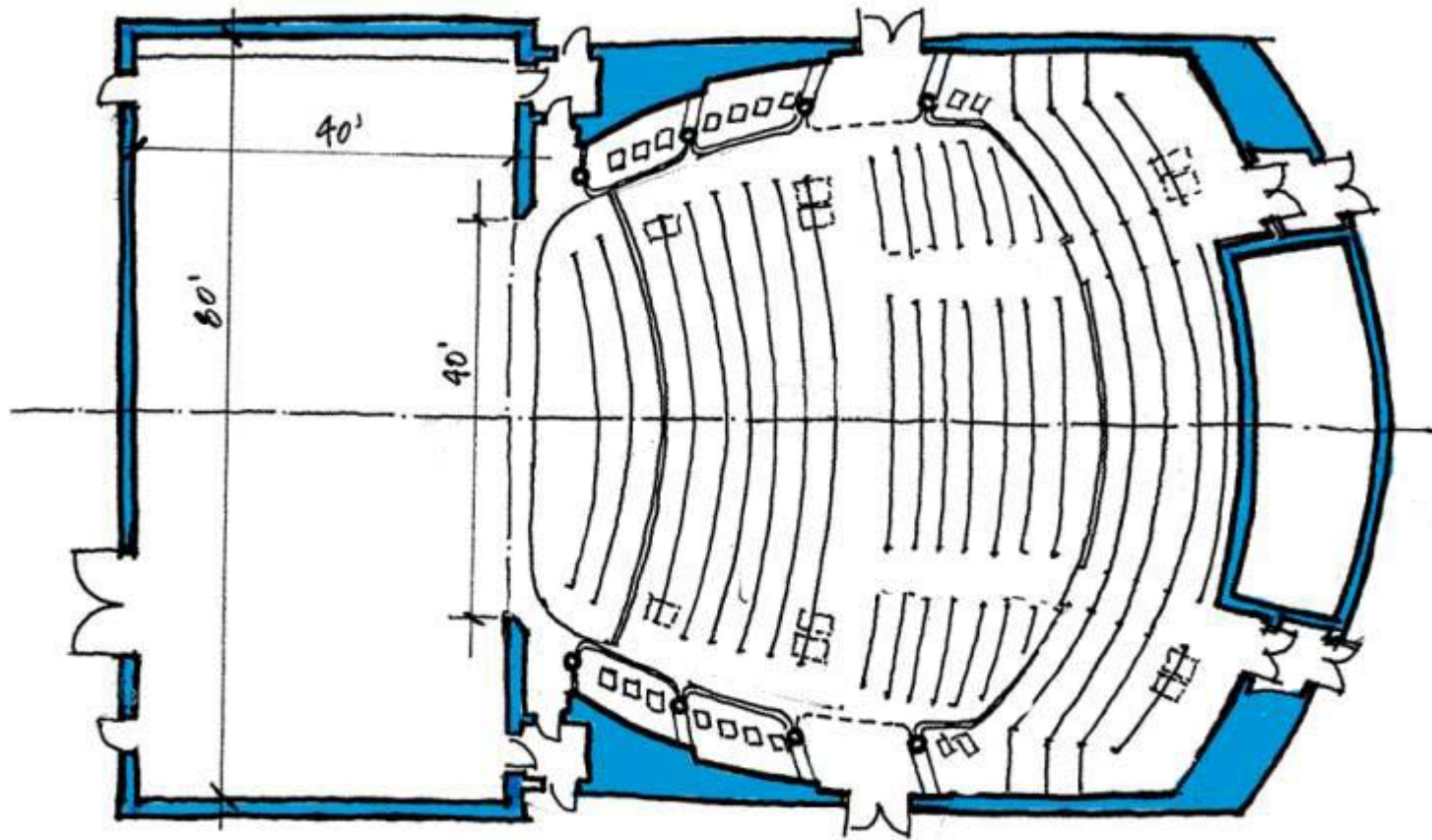
# AMERICAN DANCE FESTIVAL DURHAM

## WASHINGTON BUILDING – 2 BAYS



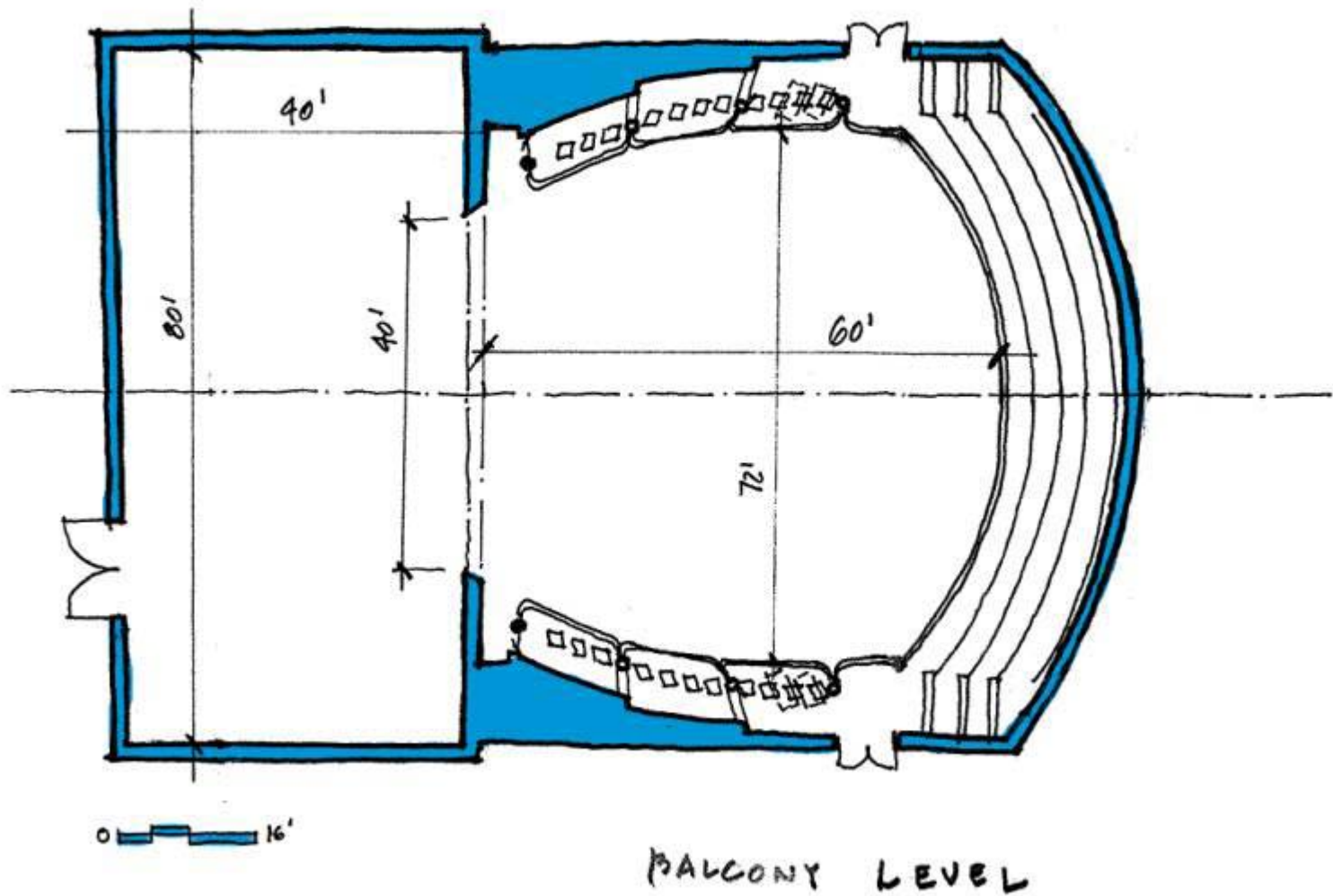


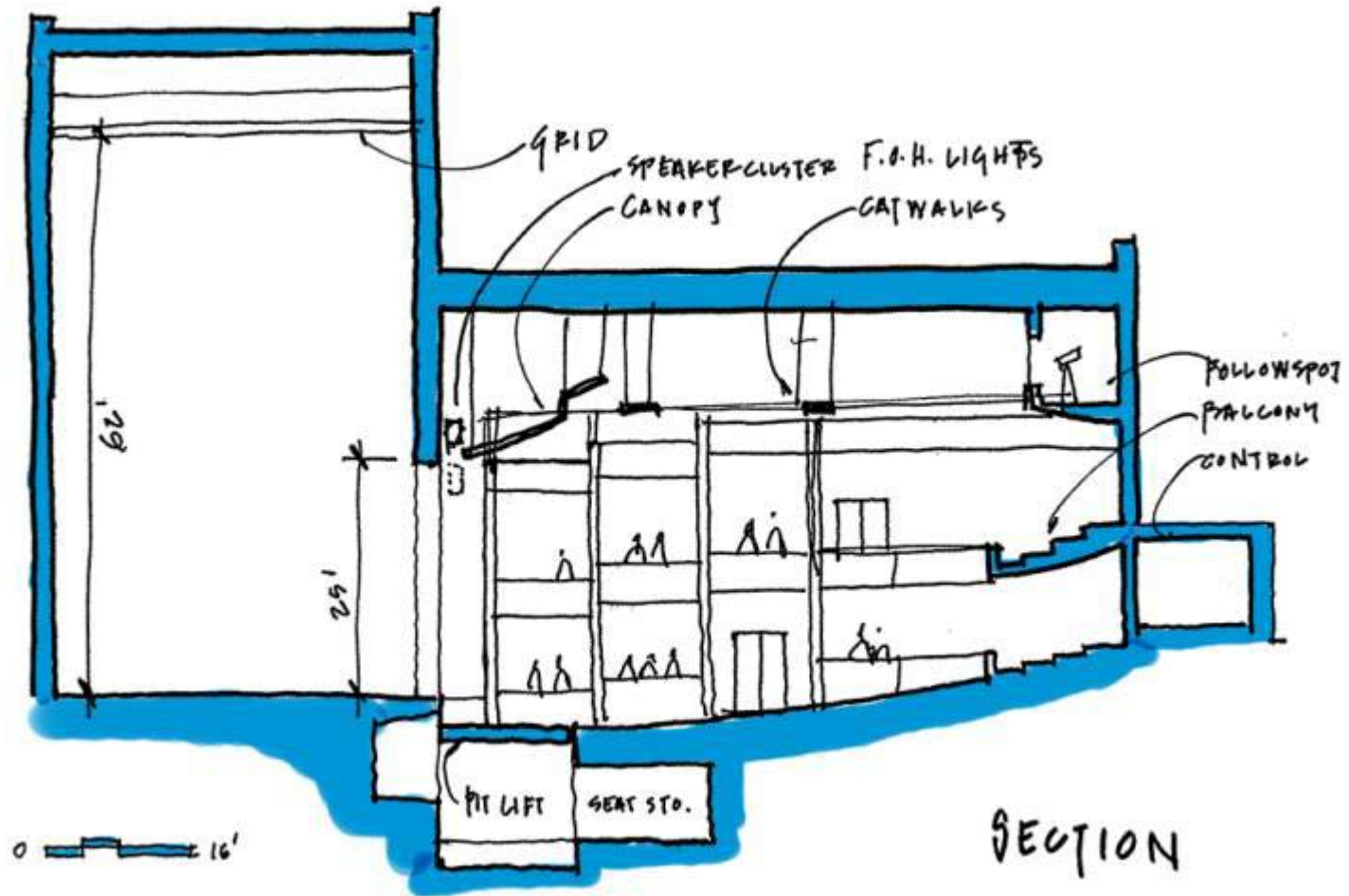
## 700 SEAT THEATRE DURHAM SITE PLAN



ORCHESTRA LEVEL







## Preliminary Cost Projections

4,000 seat convertible event center for ADF and others	\$48 million
A Dodge-quality 4,000 seat event center only	\$35 million
700-seat theater	\$18 million
Hayti Center improvements	\$1.5 million
Carolina Theater upgrades	\$.5 – 2 million
Arts in American Tobacco – 36,000 sf	\$6 million

Note:	Dodge Theater cost (1998 bid)	\$35 million
	SES estimates a 5,000-seat Event Center today:	\$45 million
	SES suggested quality upgrades	\$48 million

## DURHAM ARTS CENTER STUDY – Business Planning

---

# The Business Plan

Here we investigate the operating implications of recommended facilities:

- The Convertible Event Center:
  - Deals and wisdom from comparables
  - Ownership and operating relationships
  - Accommodating the arts
  - Estimates of financial performance
- The Arts in American Tobacco:
  - Ownership and operating relationships
  - Pro-forma operating budget.
- A Mid-size Hall:
  - Ownership and operating relationships
  - Pro-forma Operating Budget
- Funding Plan
- Economic Impact Analysis

# The Event Center - Accommodating the Arts

- There are not many examples of arts groups being accommodated in commercially operating facilities. But there are precedents.
- We would advocate a contractual requirement that the Event Center supports local arts groups based on an agreed:
  - Number of days of access
  - Levels of rent and user fees
  - Booking horizons and scheduling procedures
  - Use of building services
- These accommodations play out in the contract for the overall operation of the theater and/or through the use of an endowment that subsidizes non-profit use of the facility.

# Comparable Projects - History and Experience

- Rosemont Theater, Rosemont, Illinois
- Oakdale Theatre, Wallingford, Connecticut
- Dodge Theatre, Phoenix, Arizona
- Next Stage Theater, Grand Prairie, Texas
- Kodak Theatre, Hollywood, California
- Coral Springs Center for the Arts, Coral Springs, Florida

# Rosemont Theater, Rosemont, Illinois

- Village of 4,000 comprising 2.5 square miles between O'Hare Airport and downtown Chicago
- 5,600 hotel rooms and large convention center. Economy based on conventions and business travelers. Event Center and Theater cater to that audience.
- Theatre built late 1980s, financed by municipal bonds from the village in a 23-year tax increment financing (TIF) plan.
- Construction began 1993 and was completed in 1995
- Village of Rosemont owns and operates facility, with Clear Channel as the main presenter (not exclusive). All rental revenue returns to the Village.
- First five years of operation the Event Center and Theater were under an independent management company, but then turned over operations to Village-employed staff
- Annual op budget between \$9 and \$10 million, deficit between +\$1 million and -\$2 million, varies year to year. General fund from Convention Center and Theater revenues make up for deficit in down years. No capital reserve.
- Village covers all downside risks. Convention Center (attached to theater) has made large profits past five years – theatre is up and down..
- Average activity 4-6 days per month (note they have no commercial operator)



# Oakdale Theatre, Wallingford, Connecticut

- 1970s Segal family built a partially exposed theatre-in-the-round, by late 80s they decided to sell to developer
- 1992 real estate developer bought the theatre and added large structure that became the 5,000-seat Oakdale Theatre.
- State of Connecticut awarded a loan of \$10 million in a tax incremental financing (TIF) plan to finance 50% of construction costs, but the theatre was a private entity from the beginning – no city involvement in operation or construction. Admissions tax on performances re-paid \$10 million loan.
- Remaining 50% funded through bank construction financing loan.
- Real estate developer designed, built, owned and operated facility. Built for \$10,815,000 in six months. Opened in 1996.
- Independently owned and operated from 1996-98, and owners did everything: booking, special events, sales, marketing, etc.
- 1998 Clear Channel approached owners and bought facility, retaining same operating staff.
- 2001, former owner/operator finished term of contract and left.
- Currently owned and operated exclusively by Clear Channel.
- Corporate rentals have been significant and profitable.

# Dodge Theater, Phoenix, Arizona

- City had land to develop and was seeking ideas and opportunities.
- They were approached by SES with the idea to build a large performing arts venue.
- City issued an RFP (required given redevelopment). The condition was that SES was the only respondent to the RFP.
- Significant financial disclosure
- The City donated a site next to a new employee garage and close to another garage
- There was a convoluted revenue split on parking revenues. That revenue supports the city's debt service on the new garage.
- Deal works for downtown development and sales tax. 90,000 people so far.
- Program to acceptable community standards.
- 40-year term with 5-year extensions to 65 year maximum.

# Next Stage Theater at Grand Prairie, Texas

- Next Stage Theater opened in 2001 with 6,300 seats, convertible down to 2,200 or even 1,800 seats, with a large stage.
- Leo Limbeck approached City with the idea and assembled financing.
- Completed building for \$50 million. City bought back for \$15 million, then leased to operating company. City took \$150K/year plus suite and other goodies. Challenges:
  - Limbeck undercapitalized. Insufficient money to promote
  - Projected more activity then they could deliver
  - Did not have partnership with product supplier
- Warburg steps in and takes over. Goes through Chapter 11. Walks away from \$50 million.
- New lease with Anschutz Entertainment (bid against Clear Channel and House of Blues). May partner also with House of Blues.
- Current level of activity 6-10 shows per month
- Local arts groups do not use the facility.

# Kodak Theatre, Hollywood, California

- Trizec Hahn as developer and owner. 630,000 sf complex costing \$400 million including 300,000 sf retail, 70,000 sf food & entertainment, 40,000 sf cinema, 40,000 sf ballroom and 180,000 sf Kodak Theater.
- Had preliminary operating deals for 3,700-seat Kodak Theater with Livent and then Australian promoter. Fell through while already in construction.
- Four-months from writing RFP to selecting operator
- Proposed three-year term with one-year renewal options.
- Selection criteria: submission quality and completeness, relevant experience, financial resources, market knowledge, references, innovative approach, union experience, business plan and pro-forma assumptions.
- Fifteen firms invited to bid. Anschutz Entertainment selected.
- Theatre stays very active. Besides Academy Awards in March, hosts about 15-20 live events per month.

# Coral Springs Center for the Arts, Coral Springs, FL

- City-owned 1,500-seat facility, independently operated by Property and Facilities Management
- PFM uses Clear Channel as one presenter, but is independent.
- City of Coral Springs ran originally, but hired PFM in 1993 through RFP process. City pays PFM a standard subsidy of \$595,000 each year, and PFM returns to them a net of anywhere from \$150,000-\$200,000. Average subsidy has been \$400,000. Before PFM took over the City subsidy was about \$850,000.
- Subsidy is reduced yearly.
- Programs include Broadway (5 shows, 2-5 perfs each) Concerts (6 shows) Special Engagements (3 shows) Comedy (6 shows) Family/Children (3 shows) Opera (3 shows) Vaudeville (5 shows) Orchestra (2 shows).
- 33% discount on rentals to non-profits, which “eases the sting” of not getting scheduling preference. Joint marketing also a plus for n/p groups.
- Rentals(graduations, religious groups, conventions, etc.) contribute 1/3 of revenue.

## (Coral Springs continued...)

- PFM takes all the downside risk on the shows coming in, but when a show is very successful, they turn a large profit. The management company has the potential to make a lot of money.
- Bread-and-butter series, the Broadway series, has precedence in scheduling and anchors the program financially.
- Programs get scheduling preference in order of money-making potential.
- Local politics should not enter in as it is a private entity. Even so, manager seeks to build positive relationships with local arts groups.
- Arts groups must clearly understand that this is a for-profit venture and for that reason money-making groups get precedence.

# Operator Insights

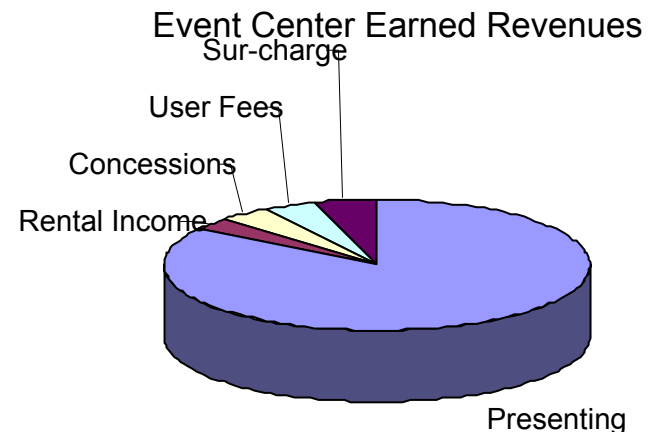
- City should use RFP process to explore several potential operators to find one that is committed to the unique mission of the facility. Start with an RFP, even if only one firm responds.
- Select an operator with access to product and ability to operate.
- Contract must be flexible, including best and worst case scenarios and buy-out provisions.
- Contract should include provisions of intervention should operator not run the theater in an acceptable manner.
- Project may have only limited downtown impacts. People eat and drink inside the building.
- Visit and discuss experience with other facility operators
- Include a large lobby – special events and lobby functions (car shows, conventions, etc.) are key to financial success.
- These venues are businesses and should be run as a business.

# The Event Center - Estimates of Financial Performance

- There are few comparable facilities whose financial performance is public information. And financial performance for the Event Center very much depends on the operator and the programming they secure. Nevertheless, we have estimated financial performance based on activity, as follows:

Activity and Attendance	Use Days	Attendance
Presented Events	72	158,400
ADF Rentals	45	33,000
Other Rentals	69	79,200
Total Event Center	186	270,600

Event Center Earned Revenues	
Presenting	\$5,844,000
Rental Income	\$211,000
Concessions	\$279,180
User Fees	\$272,200
Sur-charge	\$333,960
Total	\$6,940,340





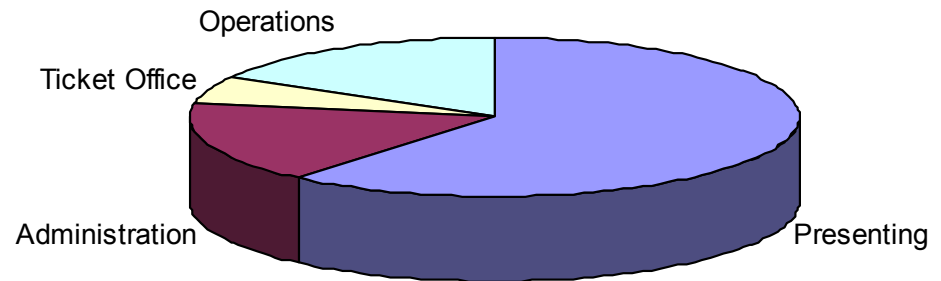
# The Event Center - Estimates of Financial Performance

- Operating expenses total \$6 million, leaving a \$1 million operating profit. This does not include any debt service, capital reserve or payment of rent from the operator to the City.

Event Center Operating Expenses

Presenting	\$3,632,700
Administration	\$1,005,000
Ticket Office	\$333,774
Operations	\$984,910
Total	\$5,956,384
Operating Profit	\$983,956

Event Center Operating Expenses



## The Convertible Event Center - Selecting an Operator

- We would advocate City ownership and a commercial operator for the Event Center given the commercial upside of the facility and the skills required.
- There is a proposal from SES, a lingering indication of interest from Clear Channel, and a group of other potential operators. Within that group, Clear Channel is key as the ones with the product necessary to activate the space.
- We would advocate an RFP process to select an operator, as a means to:
  - Build internal consensus on how facilities should be operated
  - Evaluate proposals in an open and competitive fashion
  - Develop a renewable operating contract
  - Formalize relationship with arts users
- One of the great attractions for a potential operator, and of significant value to the City, is the ancillary development potential that comes with the Event Center. It will be important to determine if that development becomes a part of the Operator's deal, or is treated separately.
- One final related question is whether to pursue a design/build relationship in conjunction with selecting an operator, or to treat that as another separate transaction.

# The Event Center - Pursuing a Contractual Relationship

- Following are possible criteria for the City to select an operator:
  - Share of capital costs
  - Share of operating costs
  - Limits on financial risk to the City
  - Guarantees on quantity and quality of programming
  - The presence of local partners
  - How regional arts groups are accommodated
  - Economic impacts on the community

## The Mid-size Hall - Ownership and Operating Relationships

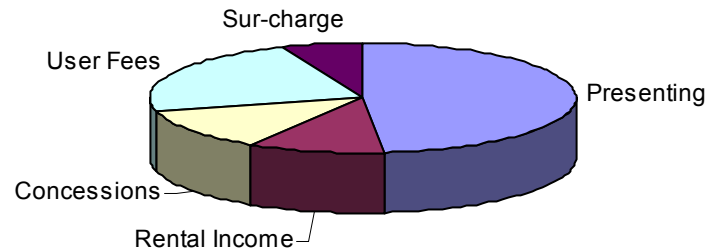
- Presuming that this new hall is owned by the City, there are several options on how a new hall might be operated:
  - By a City department or agency
  - By the Carolina Theater
  - By the Event Center operator
  - By an educational institution
  - By a new non-profit organization
- We would recommend that the Carolina Theater be the operator of these new facilities given:
  - Potential economies of scale
  - The ability to program multiple facilities
  - Their interests as a municipal agency
  - Their ability to plan for operations well in advance of new facilities
- We would re-consider that recommendation if NCCU or Duke were to step forward and seek a role as partner in this project.

# The Mid-size Hall - Pro-forma Operating Budget

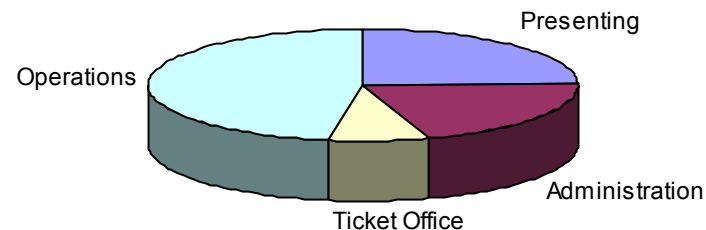
- Here are preliminary estimates of earned revenues and operating expenses in the hall.

Mid-size Theater Earned Revenues	
Presenting	\$343,400
Rental Income	\$75,000
Concessions	\$85,586
User Fees	\$163,238
Sur-charge	\$44,006
Total	\$711,229
Mid-size Theater Operating Expenses	
Presenting	\$274,720
Administration	\$232,500
Ticket Office	\$86,973
Operations	\$535,035
Total	\$1,129,228
Funding Requirement	\$(417,999)
ER/OE	63%

**Mid-size Theater Earned Revenues**



**Mid-size Theater Op Expense**



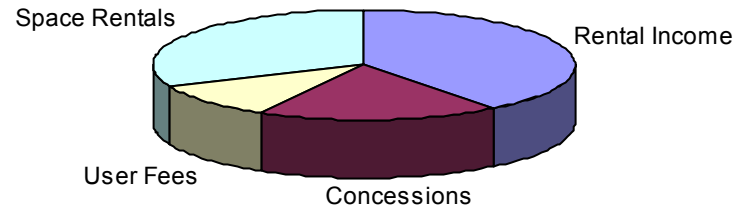
## The Arts in American Tobacco - Ownership and Operating

- Duke University has made a provisional commitment to assist ADF in their plan to develop space in the American Tobacco project.
- As to potential operators, there are several choices:
  - ADF as operator
  - Duke as operator, with an agreement to accommodate ADF
  - A third-party operator
- We would recommend that ADF be the operator of these facilities as a means to build their year-round programs and to demonstrate their longer term commitment to Durham.
- Critical to the operation of these facilities will be their use by other local arts groups and schools. There is significant demand for high-quality rehearsal space in the community, and the availability of these facilities will have a significant impact on the local arts community.
- In an ideal scenario, these facilities are used by ADF, local arts groups, Duke, NCCU and local schools.

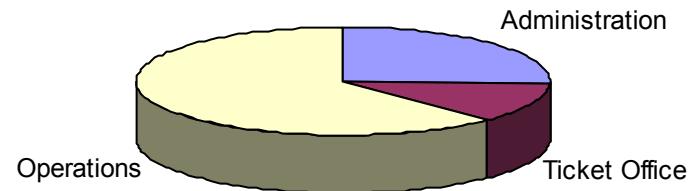
# Arts in American Tobacco - Pro-forma Operating Budget

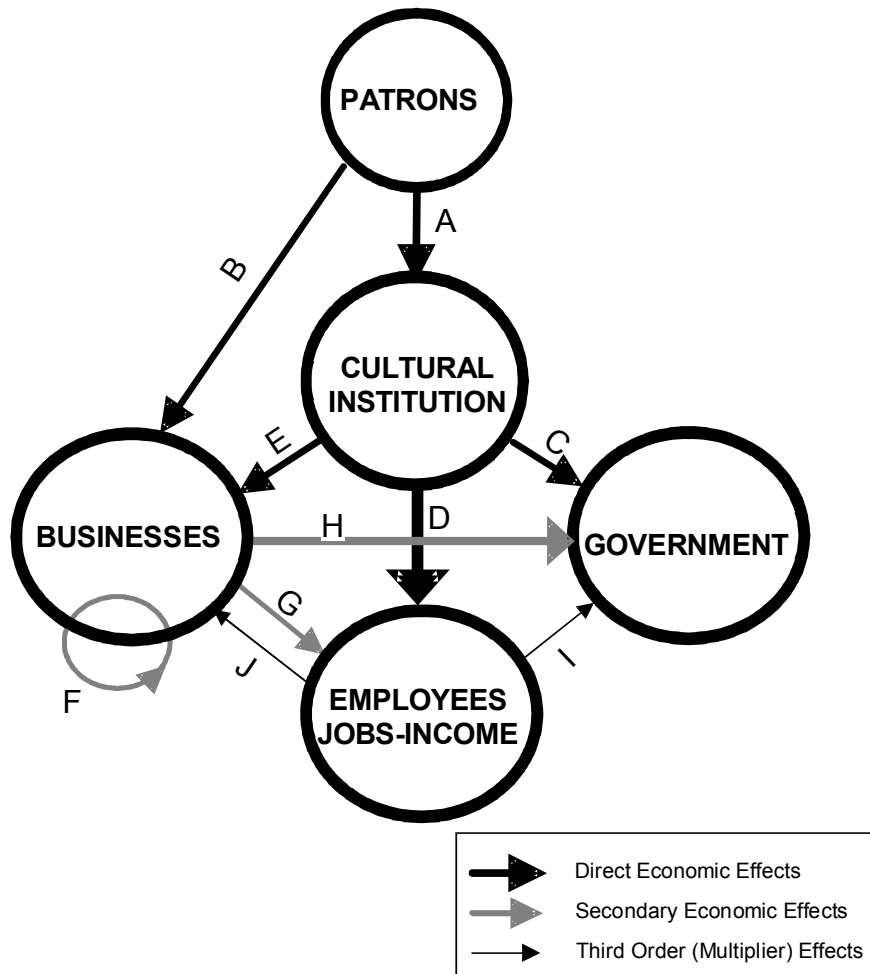
Arts in Am Tobacco Earned Revenues	
Rental Income	\$37,500
Concessions	\$18,000
User Fees	\$9,900
Space Rentals	\$30,000
Total	\$95,400
Arts in Am Tobacco Operating Expenses	
Administration	\$55,000
Ticket Office	\$25,000
Operations	\$132,000
Total	\$212,000
Funding Requirement	\$(116,600)
ER/OE	45%

**Arts in Am Tobacco Earned Revenues**



**Arts in Am Tobacco Op Expense**





## Economic Impacts

- New arts facilities can have a substantial economic impact on the community, including the impacts of construction and the impacts of the operation.
- A critical element is the ancillary spending associated with the Center as attenders eat, drink and/or shop before or after a performance.
- All of these impacts are then subject to a multiplier to reflect how those funds are spent and re-spent in the economy.



# Impacts of Construction

Geography	Durham MSA	Event Center	Arts in Am Tobacco	Mid-size Theater
Industry	Other Construction			
Project Costs		\$45,000,000	\$5,000,000	\$18,000,000
	Final Demand Multipliers	Project Outputs	Project Outputs	Project Outputs
Output	1.32	\$59,400,000	\$6,600,000	\$23,760,000
Earnings	0.1931	\$8,689,500	\$965,500	\$3,475,800
Employment	6.5	292.50	32.50	117.00

# Impacts of Operation

	Event Center	Mid-size Hall	Arts in Am Tobacco
Incremental Operating Expenditures	\$725,000	\$410,000	\$85,000
Incremental Output	\$915,053	\$524,327	\$108,245
Incremental Earnings	\$108,239	\$65,424	\$15,874
Incremental Employment	4.59	2.99	0.55

# Ancillary Spending Impacts

<b>Ancillary Impacts Summary</b>	Event Center	Arts in AM Tobacco	Mid-size Hall
Total Incremental Attendance	275,000	20,000	55,000
Durham Attendance	137,500	14,000	33,000
Regional (non-Durham) Attendance	82,500	5,000	16,500
Visiting Attendance	55,000	1,000	5,500
	Total Output	Total Output	Total Output
<b>Regional (Non-Durham) Attendees</b>			
Eating and Drinking	\$1,063,021	\$64,426	\$212,604
Retail Trade	\$124,223	\$7,529	\$24,845
Local/Suburban Transit& Highways	\$261,355	\$15,840	\$52,271
Hotels	\$234,856	\$14,234	\$46,971
<i>Sub-total</i>	\$1,683,456	\$102,028	\$336,691
<b>Visiting Attendance</b>			
Eating and Drinking	\$1,072,598	\$19,502	\$107,260
Retail Trade	\$95,155	\$1,730	\$9,515
Local/Suburban Transit& Highways	\$418,460	\$7,608	\$41,846
Hotels	\$573,359	\$10,425	\$57,336
Sub-total	\$2,159,571	\$39,265	\$215,957
<b>Total Impact of Ancillary Spending</b>	<b>\$3,843,027</b>	<b>\$141,293</b>	<b>\$552,648</b>

# Funding Plan

## Sources

- City of Durham
- Other government
- Individuals
- Foundations
- Corporate
- Duke
- Developer/Operator

## Uses - Capital

- Convertible Event Center
- Arts in American Tobacco
- Mid-size hall
- Endowment

## Uses - Operating

- Convertible Event Center
- Arts in American Tobacco
- Mid-size hall
- Institutional preparation

# Funding the Convertible Event Center

## Sources

- Bed Tax – Tax in place which should yield as much as \$1.4 million per year by 2007.
- Prepared Food Tax – Potential additional tax which could yield as much \$3.5 million per year if passed.
- Corporate Naming Gift – Comparable buildings raise significant funds with naming rights to large corporate sponsors.
- Private sector philanthropic support – Additional potential to raise significant private sector dollars if in support of arts and cultural use, with some relationship to educational mission.

# Naming Rights for Comparable Facilities

Project	City	Capacity	Owner	Operator	Total Project Budget	Total Private Sector	Lead Individual Gift	Lead Gift/ Total Budget
BTI Center	Raleigh, NC	2200, 1100, 600	City	City	\$ 40,000,000	\$ 18,000,000	\$ 6,000,000	15%
Benaroya Hall	Seattle, WA	2500, 538	City	N/P	\$ 124,000,000	\$ 159,000,000	\$ 16,640,000	13%
Chan Shun Centre	Vancouver, BC	1400, 350, 200	Univ.	Univ.	\$ 25,000,000	\$ -	\$ 15,000,000	60%
Dodge Theatre	Phoenix, AZ	5000	City	SFX	\$ 34,000,000	\$ 34,000,000	\$ 5,000,000	15%
Kodak Theatre**	Hollywood, CA	3500	Private		\$ 615,000,000	\$ 545,000,000	\$ 70,000,000	11%
Eisemann Center	Richardson, TX	1500, 370, 200	City	City	\$ 40,000,000	\$ 6,000,000	\$ 2,000,000	5%
Hobby Center	Houston, TX	2650, 500	City	N/P	\$ 92,000,000	\$ 81,310,000	\$ 15,000,000	16%
Kimmel Center	Philadelphia, PA	2500, 650	N/P	N/P	\$ 265,000,000	\$ 159,000,000	\$ 30,000,000	11%
Kravis Center	W. Palm Beach, FL	2500, 540	City	N/P	\$ 55,000,000	\$ 10,000,000	\$ 5,000,000	9%
Long Center	Austin, TX	1900, 720, 250	City	N/P	\$ 89,000,000	\$ 89,000,000	\$ 20,000,000	22%
Mondavi Center	Davis, CA	1800, 250	Univ.	N/P	\$ 60,900,000	\$ 30,000,000	\$ 10,000,000	16%
Blumenthal Center	Charlotte, NC	2100, 434, 150	City	N/P	\$ 62,000,000	\$ 32,000,000	\$ 4,000,000	6%
Peace Center	Greenville, NC	2100, 400	City	N/P	\$ 42,000,000	\$ 30,000,000	\$ 10,000,000	24%
RiverCenter*	Columbus, GA	1000	Gov't	N/P	\$ 100,000,000	\$ 33,000,000	\$ 50,000,000	50%

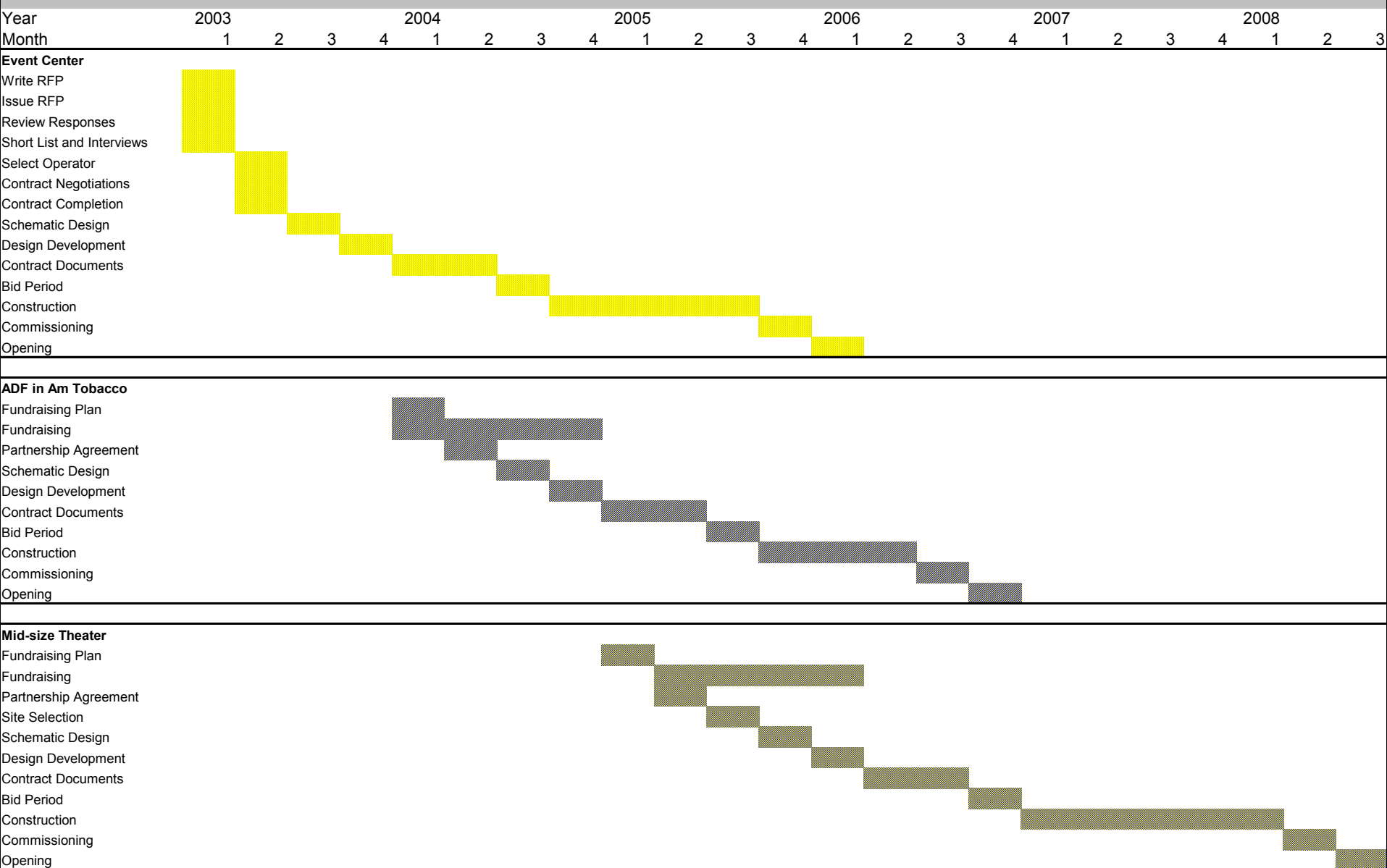
\*total project included more than \$20 mil capital grants to other cultural institutions in Columbus

\*\* total project budget included a hotel, the theatre and a retail and restaurant development, the city paid for and operates a 3000 space parking garage underneath the facility, and they did contribute money to the overall development cost. The main developer for the project was Trizec. The Kodak Theatre alone cost \$94 million



Project	City	Capacity	Owner	Operator	Public Sector Financing	Public Source	Public Repayment Plan
BTI Center	Raleigh, NC	2200, 1100, 600	City	City	\$ 22,000,000	parking fund, benefactor gifts, mainly a lump sum of tax revenue	Room tax and food tax
Rosemont Theatre	Rosemont, IL	5000	Village	Village		Municipal bonds	TIF financing plan
Oakdale Theatre	Wallingford, CT	5000	SFX	SFX		Municipal bonds	TIF financing plan
Dodge Theatre	Phoenix, AZ	5000	City	SFX	\$ -	City donated site	debt service paid from 3000-space parking garage adjacent to facility
Kodak Theatre**	Hollywood, CA	3500	Private	Private	\$ 70,000,000		
Eisemann Center	Richardson, TX	1500, 370, 200	City	City	\$ 34,000,000	City funds	hotel/motel tax revenues
Hobby Center	Houston, TX	2650, 500	City	N/P	\$ 10,690,000		
Kravis Center	W. Palm Beach, FL	2500, 540	City	N/P	\$ 45,000,000	City donated site and \$5 million for construction	one cent sales tax referendum
Blumenthal Center	Charlotte, NC	2100, 434, 150	City	N/P	\$ 30,000,000	\$15 million bond referendum	
Peace Center	Greenville, NC	2100, 400	City	N/P	\$ 12,000,000	City bought and developed site for \$6.02 million, with county and state grants of \$7.25 million	
RiverCenter*	Columbus, GA	1000	Gov't	N/P	\$ 67,000,000	Georgia State bonds and City funds	
Benaroya Hall	Seattle, WA	2500, 538	City	N/P	\$ (35,000,000)		

# Durham Arts Facilities Plan and Schedule



# Next Steps

- Event Center
  - Confirm capital funding sources
  - Issue RFP for operation and/or design/build
  - Site planning and preparation
  - ADF commitment
- Arts in American Tobacco
  - Re-affirm Duke and ADF commitment to project
  - Proceed as and when funds available
- Mid-size Theater
  - Explore Carolina Theater partnership
  - Develop capital campaign strategy and test potential
  - Partnerships with schools, arts organizations, and others
  - Capacity-building for local arts organizations
- Existing Facility Improvements
  - Hayti Center
  - Carolina Theatre